Members Present: Vice President Bansal, Dr. Buchanan, Vice President Dimkova, Vice President Gabriel, Vice President Gary, Dr. Hill, Dr. Leidig, Dr. Ramsammy, Vice President Sachs, Dr. Saperstone, Executive Vice President Schiavelli and President Templin.

Guests: Ms. Charlotte Calobrisi, Dean of Languages and Literature at the Annandale Campus, Mr. David Epstein, Dean of Arts, Communications & Humanities at the Woodbridge Campus and Ms. Ruth Stanton, Dean of Learning and Technology Resources at the Medical Campus for Brian Foley.

Dr. Templin passed around a booklet describing Grow by Degrees, a coalition launched in 2009 by the Virginia Business Higher Education Council (VBHEC) and comprised of business and community leaders, economic development officials and organizations, college and university leaders, public officials and others who share the conviction that Virginia's economic future is fundamentally tied to higher education. A July 2013 economic impact study done by the University of Virginia showed that Virginia's yearly investment in public higher education generates $28.4 billion in economic activity, accounts for 131,200 jobs, and returns $2.1 billion in state tax revenues. Both gubernatorial candidates support the coalition and its initiatives.

On the issue of state funding, Dr. Templin reported that there may be higher education funds in the future as many of the transportation issues raised in Richmond have been addressed and the Governor stated that higher education was the next funding priority.

Access

- **Fall Enrollment:** Dr. Gabriel distributed the Fall enrollment figures for the week of September 24 which showed an increase of 1.3 percent when compared to the same time period last year. Final Fall figures may be down slightly as a result of students facing financial issues. The overall VCCS FTE percent change for all community colleges in the system from the prior Fall term was -2.17, with NOVA in positive figures at 1.45 percent.

Student Success

- **Transfer Student Success:** Dr. Gabriel distributed two reports, one reporting Bachelor's degree completion rates of NOVA students who transfer to public four-year institutions, and the other report was on transfer trends from the Fall of 2007 to the Fall of 2011. Sixty-four percent of NOVA students who transferred to a four-year institution in 2008-2009 were awarded a Bachelor's degree by 2011-2012, up from 60 percent in 2004-2005. Sixty-five percent of NOVA students with Pell Grants who transferred to a four-year institution in 2008-2009 were awarded a Bachelor's degree by 2011-2012. Fifty-three percent of NOVA students who transferred to a four-year college at the same time period with 15 or fewer credits from NOVA were awarded a Bachelor's degree by 2011-2012 and only 3 percent of NOVA students who transferred to a four-year institution in 2008-2009 and who earned 6 or fewer credits during their first year at the transfer institution were awarded a Bachelor's degree by 2011-2012.
The transfer trends report showed that in the Fall of 2007, 1,964 NOVA students transferred to a four-year institution and 2,997 NOVA students transferred to a four-year institution in 2011. The top 10 four-year institutions where NOVA students have transferred in priority order from the Fall of 2007 to the Fall of 2011 include: George Mason University, Virginia Commonwealth University, Virginia Tech, University of Virginia, Marymount University, James Madison University Old Dominion University, Radford University, the University of Mary Washington and Shenandoah University.

2013-2014 Enrollment & Revenue Projections

Dr. Gabriel indicated that the best scenario expected on enrollment projections by end of the 2013-14 academic year will be around a decline of .7 percent, 256 FTEs below last year. A higher enrollment number had built up before Fall classes started, but were lost and OIR is exploring what issues caused the drop in order to remedy some of them before the Spring semester.

Based on the change in the annualized enrollment projections provided by the Dr. George Gabriel, Ms. Dimkova shared a revised budget forecast and its implications. During the initial budget discussions in June 2013 it was decided that out of the special project requests in the amount of $4,669, 488 special projects would be re-visited after the Fall semester enrollment figures are concluded. The revised budget plan indicates that the available reserve balance (after revision in the enrollment numbers) to fund those projects is $300,644. She proposed not funding any special projects until we see how the Fall and Spring Semester enrollments progress. Ms. Dimkova also mentioned that the 4.7 million dollar carryover has still not been approved by VCCS. Ms. Dimkova pointed out, however, that enrollment revenues are healthy and under control, a good sign for the college.

Dr. Templin summed up the discussion by saying that over the next several weeks, an approach should be taken to look at the special projects list and if some are urgent they could be partially funded in November.

Assistant Dean/Program Head Scope of Work & Compensation

Dr. Gabriel distributed a draft report completed by the Assistant Deans/Program Heads compensation taskforce comprised of Provosts Buchanan and Ramsammy, Deans Calobrisi and Epstein, Executive Vice President Schiavelli and Vice President Gabriel. Roles, functions, responsibilities and compensation were all explored and input was solicited and received from Assistant Deans/ADs and Program Heads/PHs. Best practices at other institutions were investigated. A draft model was produced to focus on:

- Immediate issues:
  - Review of the current functions of the AD/PH in relation to compensation.
  - Develop a model that addresses the issues of:
    - Inadequate compensation
    - Inconsistencies in compensation
Organizational Planning:
  o Streamline roles, functions and responsibilities of the AD/PH in the academic divisions.
  o Create a simple and effective organizational structure within the academic divisions to enhance instruction.

Leadership:
  o Provide balanced administrative support and academic leadership within the divisions to enhance instruction.
  o Effective instruction leads to better learning outcomes.
  o Better learning outcomes are the heart of student success.

Dr. Templin strategized that step one would be to create a base model, understand the principles and funding involved, and complete it before February. We would then look at variations to the model and add that as a second layer. A third layer or subset would be produced for earning and allocating release time, including a system for accurate accounting and recording. The new system needs to be fully understood, consistently applied, and priced out in more than one way. Dr. Templin recommended that the base model be adopted and then alternatives and additions considered.

Dr. Templin emphasized the need to do something this fiscal year to bring relief to Program Heads and Assistant Deans with a comprehensive strategy for allocating and managing release time. He thanked the taskforce for all of their hard work on this project. Council members suggested a target timeframe of Fall 2014 for implementation.

**Vice President of Institutional Research and Student Success Initiatives**

Dr. Templin announced and congratulated Dr. Gabriel on his new title, which gives formal recognition of his work on NOVA’s GPS, Student Success initiative, and Achieving the Dream.

**Employee Timesheet Approvals**

Dr. Templin stated that some part-time P14 employees were not receiving timely pay and emphasized the importance of approving timesheets on the designated due date. A list was distributed showing the non-approvals for the last six pay periods. The list will be distributed on a quarterly basis and Dr. Templin will track the list and cautioned that there would be supervisor accountability.

**Update on Procurement**

This topic was tabled until the next meeting.

The meeting was adjourned at 11:30 a.m. with the next Administrative Council meeting scheduled for Tuesday, October 1, at 9:30 a.m. in the large boardroom of the Pender Fairfax Administrative Center.
Tracking

- Clery Act Follow Up – Oct 1
- Policies & Procedures on Advanced Standing – Oct 1
- Analysis of Enrollment Demand – Oct 1
- Grants Program and Management – Oct 8
- Emergency management presentation – Oct 8
- Rationalizing NOVA’s policies and procedures – Oct 8
- 2014-15 Faculty Allocation Model – Oct 15
- Update on Faculty Evaluation Plan – Oct 15